



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Ecology
Water Resources Program

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Office of Financial Management Assessor:

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Based on a review of the following: The agency strategic plan, the budget activity inventory, internal performance measure reports, and an interview with the agency contacts

Current Strengths and Good Practices

- The data for the most recently completed quarter was available for all measures.
- All the measures are also tracked internally as a part of the agency's strategic plan.
- For many measures, data from previous biennia were available.
- Despite the scientific nature of the work, the language of the performance measures was very understandable.

Activity Measure Comments and Potential Improvements

- The program relies heavily on output measurement perspectives to communicate its performance story. These measures of work production only describe a limited story of successful results. The program should develop some additional outcome and process-level performance measures. Here are some suggested topics:
 - Lost dollar value of drought damaged crops (Undesirable outcome)
 - Change in electrical energy rates due to flow-related issues (Outcome)
 - Amount paid for purchases or leases of additional instream flow water and/or the value of donated water (Process-level)
 - Cycle time of the water rights applications and adjudication processes (Service quality/process-level)
 - Percent of decisions that do not end up in court (Cost of quality/process-level)
 - Aquifer cleanup and decontamination costs (Cost of quality/process-level)
- Because of seasonal issues, some measures like the “volume of water saved” and “number of instream flows set” might be more understandable if the current quarterly reporting frequency was converted to an annual one.
- Changes in targeted/estimated performance levels should have an explanatory comment written in the published notes feature in the Performance Measure Tracking (PMT) system to give the reader some context.

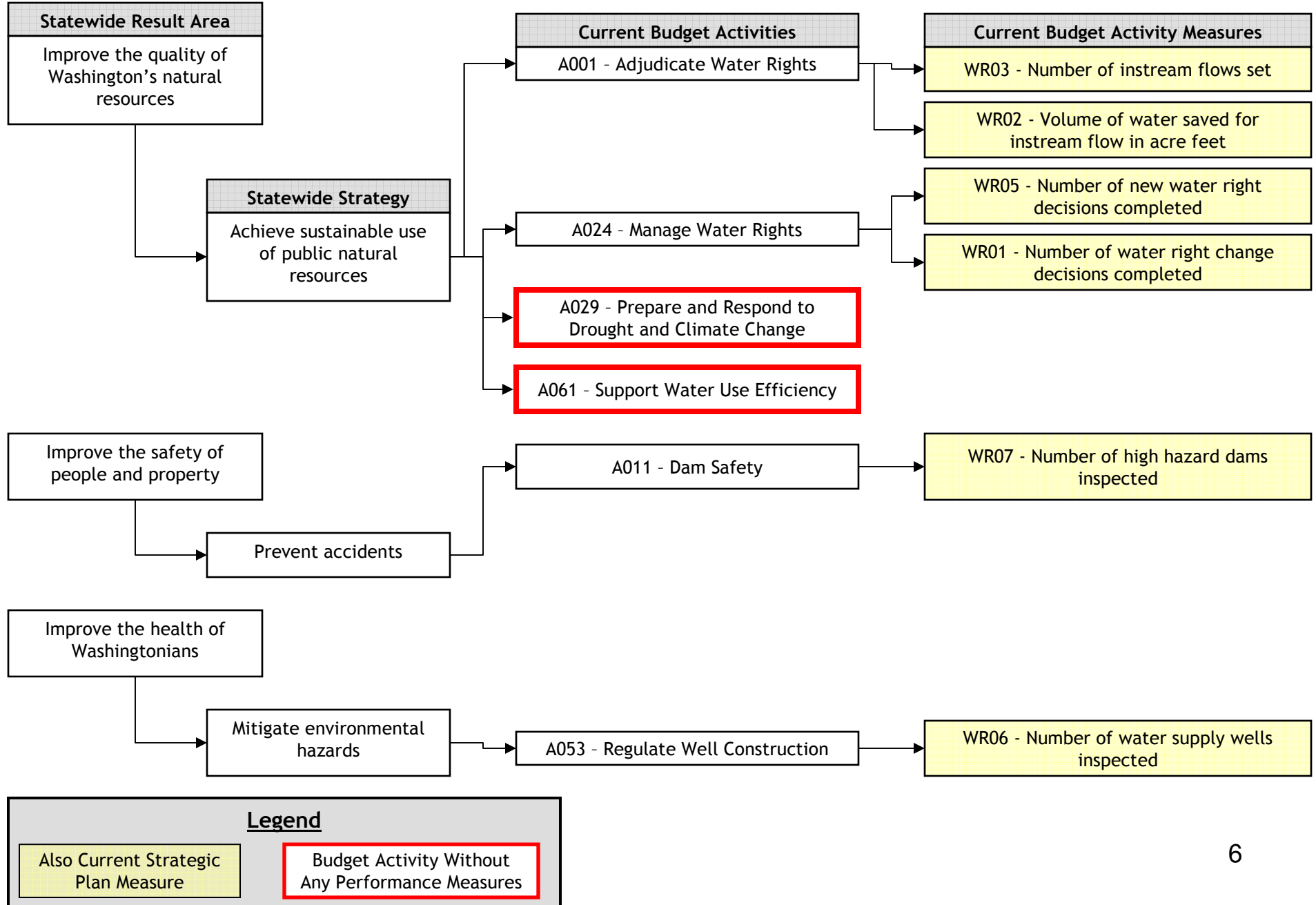
Analysis of Current Activity Measure Data

- Preliminary analysis (Due to the amount of data available) indicates:
 - The number of water right change decisions, and the number of new water rights decisions are declining at stable and predictable rates. The desirability or undesirability of these declines is not adequately described.
 - If the declines are undesirable, does the program have change programs in place in its strategic planning and budget development documents?
 - The number of water supply wells inspected is holding steady at a stable and predictable rate. Future results should be similar to current performance.

Agency Comments and Future Actions

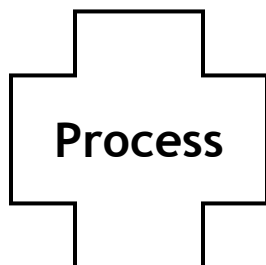
- We agree that some measures need to be adjusted for seasonality of workload. For example, workload for dams inspected and wells inspected drops off substantially in the winter as there is not much activity.
- It also may make more sense to report instream flows set annually rather than quarterly. Because of the protracted process and the reliance on partnering with local entities, it is difficult to predict which quarter rule adoption for instream flows will actually occur.
- Some measures are nearly always “0” (e.g. compliance) as we strive to keep folks “off” the list.
- We are examining ways to incorporate work in Puget Sound and the Columbia River initiative. We are tracking “saved” water in the Columbia (OFM WR08) as a part of our over-all “Volume of Water Saved” category (OFM WR02). We will be discussing whether it makes sense to take a similar approach with water rights (new and changes) in the Columbia River Water Resources Inventory Areas.
- We will be bringing to the attention of management that when new initiatives or special projects (e.g. Columbia River or City of Quincy water needs) come up and we spend staff time on them; less time is available for the routine work, such as processing of new water rights or water right changes. The decline in processing of new water rights or water right changes is proportional to time spent on new and special projects. We are contemplating changing the measure for wells.
- The number of wells inspected is a helpful, but it does not tell you what % of those inspections found no problems, if any. As most of the inspections are conducted by delegated counties, we are examining the feasibility of tracking the percentage of calls that get follow-up.

Budget Activity & Performance Measure Linkages



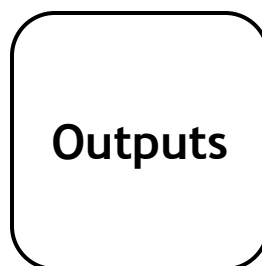
Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



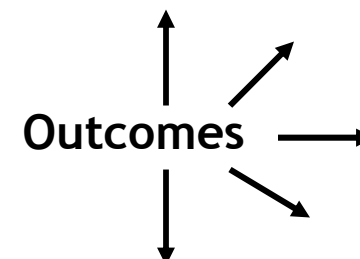
⑥ Process characteristics the agency wants

③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

① Customer/stakeholder desired outcomes



② Agency desired outcomes

WR01 - Number of water right change decisions completed

③

WR03 - Number of instream flows set

④

WR05 - Number of new water right decisions completed

③

WR06 - Number of water supply wells inspected

③

WR07 - Number of high hazard dams inspected

④

WR02 - Volume of water saved for instream flow in acre feet

②

Legend

Strategic Plan and
Budget Activity Measure

Activity Measure Assessment - Water Right Change Decisions Completed

Performance Measure Description: No additional explanation required.

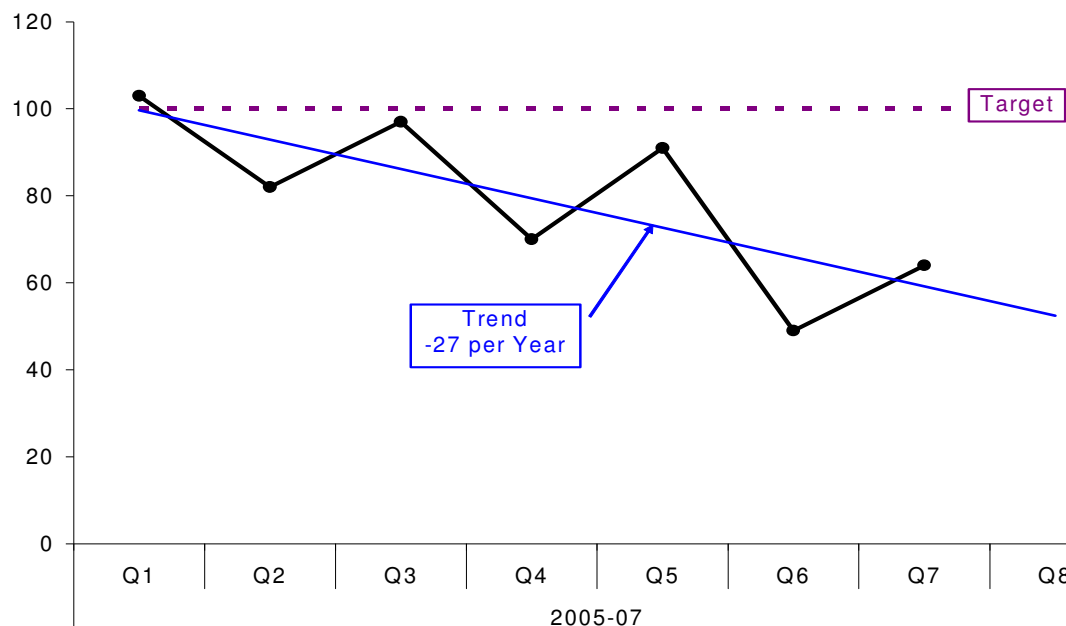
Budget Activity Links: A024 - Manage water rights

Category of Measure: The number of decisions is an output of the process.

Analysis of Variation: Preliminary analysis indicates the presence of a stable and predictable downward (undesirable) trend. Some change to the process will need to be implemented to alter this trend.

Analysis of Targeted vs. Actual Performance: Actual results only met the target in the first quarter of the biennium.

WR01 - Number of Water Right Change Decisions Completed



Comments About Desirable Characteristics

Relevance: Good

Timeliness: Data for the most recently completed quarter was available at the time of the assessment.

Understandability: Good output measures have a logical connection to an outcome. How is more or less of something going to make the outcome better or worse?

Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.

Comparability: The number of decisions is not comparable. However, the timeliness of the decision process would be.

Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.

General Comments & Explanations:

Agency Comments:

- Trend is down because staff are directed to other activities (Columbia River, Skagit River; Compliance on the Chehalis, Quincy water needs, municipal water litigation, etc.)
- We have completed many of the 'easy' ones and the remainder are harder to process.
- We have had an emphasis on metering over compliance (by Court direction).
- In a drought; our emphasis will shift to work on that emergency.

Activity Measure Assessment - Water Saved for Instream Flows

Performance Measure Description: The amount of water sold, leased, or donated to the trust water program.

Budget Activity Links: A001 - Adjudicate water rights.

Category of Measure: An immediate outcome

Analysis of Variation: Analysis is made impossible because of data entry irregularities. Some of the quarterly entries are actual data, some are cumulative.

Analysis of Targeted vs. Actual Performance: Without a consistent data entry procedure, even annual totals are suspect. Should the annual total be the sum of the four quarters (actual data) or just the value from the last quarter (cumulative data)?

Relevance: This is a good measure of budget activity performance.

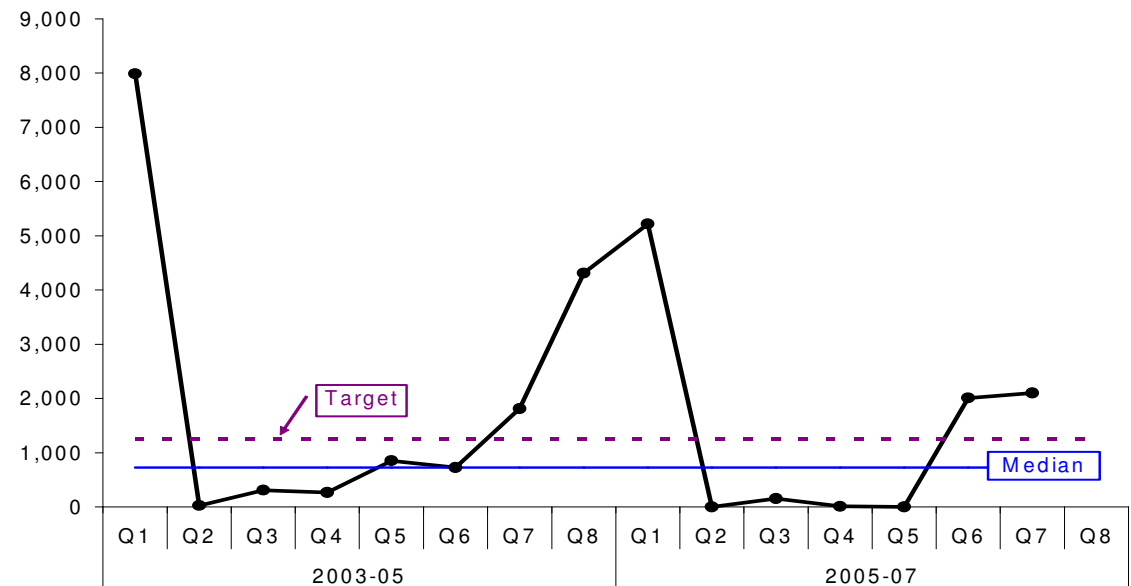
Understandability: The language is fine, but the quarterly reporting and the desire to cumulate the data into an annual total mean that this measure would be more understandable on an annual reporting cycle.

General Comments & Explanations:

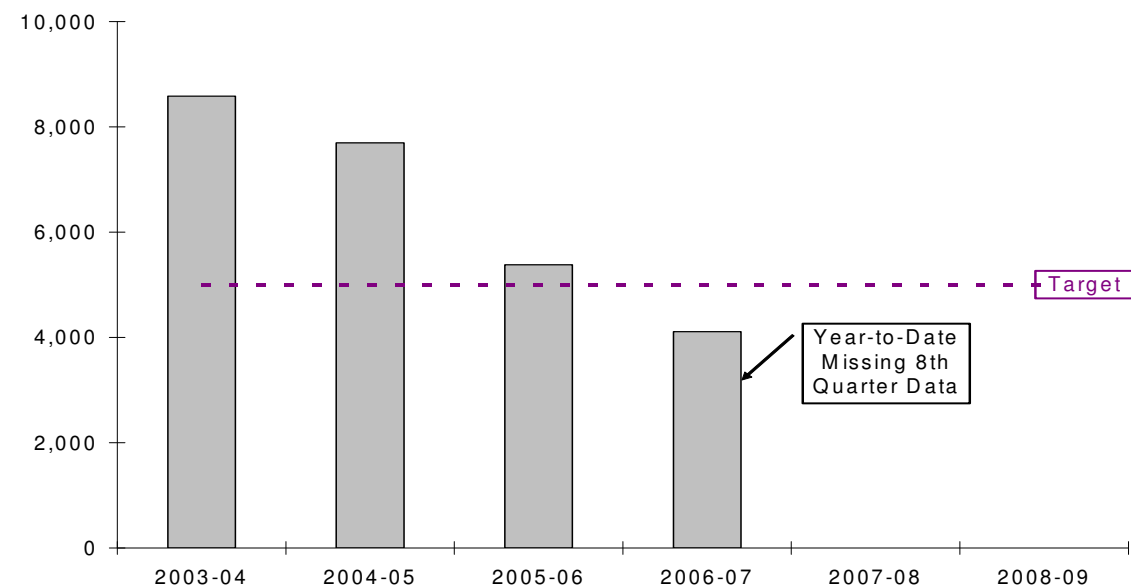
Agency Comment:

Volume of water saved depends on finding people willing to sell, lease, donate water or to implement efficiency measures - that is why the swings in the volume of water saved - when someone comes in, that is when we act.

WR02 - Volume of Water Saved for Instream Flow in Acre Feet



WR02 - Volume of Water Saved for Instream Flow in Acre Feet



Activity Measure Assessment - Number of Instream Flows Set

Performance Measure Description: Used to determine how much water needs to remain to meet environmental requirements and how much can be allocated.

Budget Activity Links: A001 - Adjudicate Water Rights

Category of Measure: An output of the adjudication process.

Analysis of Variation: Not enough data for much analysis.

Analysis of Targeted vs. Actual Performance: The target is really an estimate. The actual performance depends on getting permission from local watershed groups. Actual performance in the 2005-07 biennium is lagging behind the estimates.

WR03 - Number of Instream Flows Set



Comments About Desirable Characteristics

Relevance: Adjudication is impossible without established instream flows.

Timeliness: Data for the most recently completed quarter was available at the time of the assessment.

Understandability: The reviewer converted the quarterly reports in 2005-07 to an annual cycle to match previous and future targets and results.

Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.

Comparability: Unknown

Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.

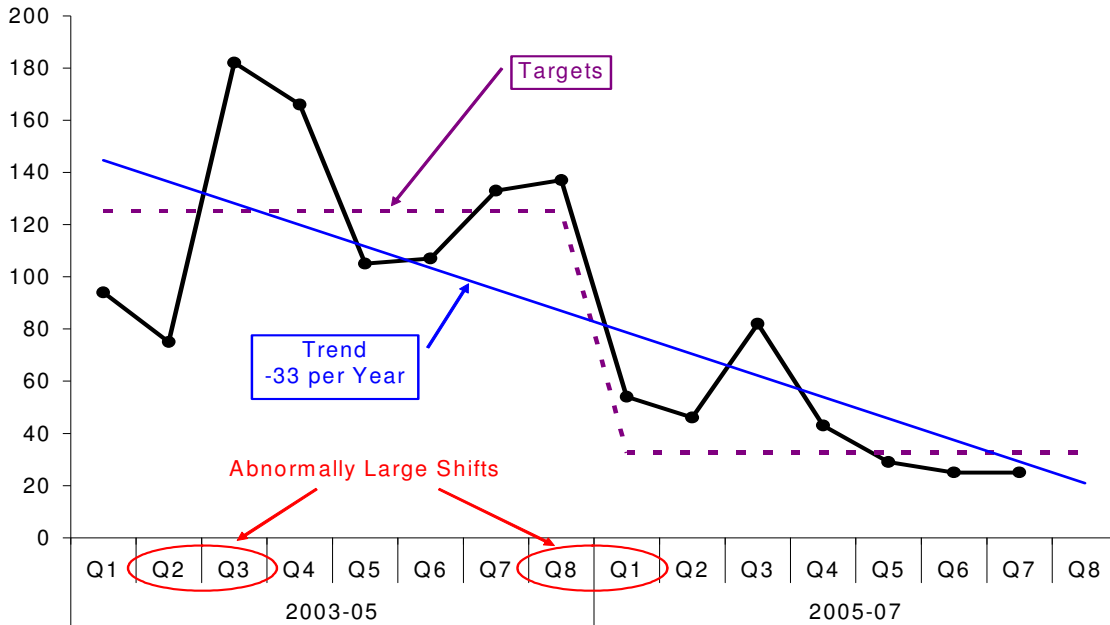
General Comments & Explanations:

* What is the cause for the ballooning estimate in the 2005-07 biennium?

Agency Comments:

- It was an estimate for 05-07 and proved to be wide of the mark.
- This is an area where it might make sense to go to an annual basis for reporting. Setting flows happens in “slow motion”, but it is still difficult to predict exactly which quarter the rules might be promulgated.

Activity Measure Assessment - New Water Rights Decisions

Performance Measure Description: No additional description needed.	<div><div>WR05 - Number of New Water Right Decisions Completed</div><table><caption>Estimated Data from Chart</caption><thead><tr><th>Quarter</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2003-Q1</td><td>95</td><td>125</td></tr><tr><td>2003-Q2</td><td>75</td><td>125</td></tr><tr><td>2003-Q3</td><td>180</td><td>125</td></tr><tr><td>2003-Q4</td><td>165</td><td>125</td></tr><tr><td>2004-Q1</td><td>105</td><td>125</td></tr><tr><td>2004-Q2</td><td>105</td><td>125</td></tr><tr><td>2004-Q3</td><td>135</td><td>125</td></tr><tr><td>2004-Q4</td><td>135</td><td>125</td></tr><tr><td>2005-Q1</td><td>55</td><td>30</td></tr><tr><td>2005-Q2</td><td>45</td><td>30</td></tr><tr><td>2005-Q3</td><td>80</td><td>30</td></tr><tr><td>2005-Q4</td><td>45</td><td>30</td></tr><tr><td>2006-Q1</td><td>30</td><td>30</td></tr><tr><td>2006-Q2</td><td>25</td><td>30</td></tr><tr><td>2006-Q3</td><td>25</td><td>30</td></tr><tr><td>2006-Q4</td><td>25</td><td>30</td></tr></tbody></table></div>		Quarter	Actual	Target	2003-Q1	95	125	2003-Q2	75	125	2003-Q3	180	125	2003-Q4	165	125	2004-Q1	105	125	2004-Q2	105	125	2004-Q3	135	125	2004-Q4	135	125	2005-Q1	55	30	2005-Q2	45	30	2005-Q3	80	30	2005-Q4	45	30	2006-Q1	30	30	2006-Q2	25	30	2006-Q3	25	30	2006-Q4	25	30
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Analysis of Variation: There is an unstable and unpredictable downward trend present in the actual data. The shifts indicated on the chart are too large to be attributed to normal variation. They usually correspond to significant changes in the process.																																																					
Analysis of Targeted vs. Actual Performance: The downward trend mirrors the targets. It is not clear why desirable performance is a decreasing number of new decisions.	<div><div>Comments About Desirable Characteristics</div><table><tr><td>Relevance: Good</td><td>Timeliness: Data for the most recently completed quarter was available at the time of the assessment.</td></tr><tr><td>Understandability: Good, but the desirability of a decreasing number of new water rights decisions is not clear.</td><td>Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.</td></tr><tr><td>Comparability: Unknown</td><td>Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.</td></tr></table></div> <div><div>General Comments & Explanations:</div><div><div>Agency Comments:</div><ul style="list-style-type: none">It is desirable to make <u>more</u> water right decisions, not less.The number of new water right decisions is not independent of other workload demands. As other issues arise - the municipal water lawsuit, for example - staff are shifted to work on those mote pressing issues, thus reducing the number of new water right decisions.</div></div>		Relevance: Good	Timeliness: Data for the most recently completed quarter was available at the time of the assessment.	Understandability: Good, but the desirability of a decreasing number of new water rights decisions is not clear.	Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.	Comparability: Unknown	Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.																																													
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Activity Measure Assessment - Water Supply Well Inspections

Performance Measure Description: Part of the licensing and training process for well drillers.

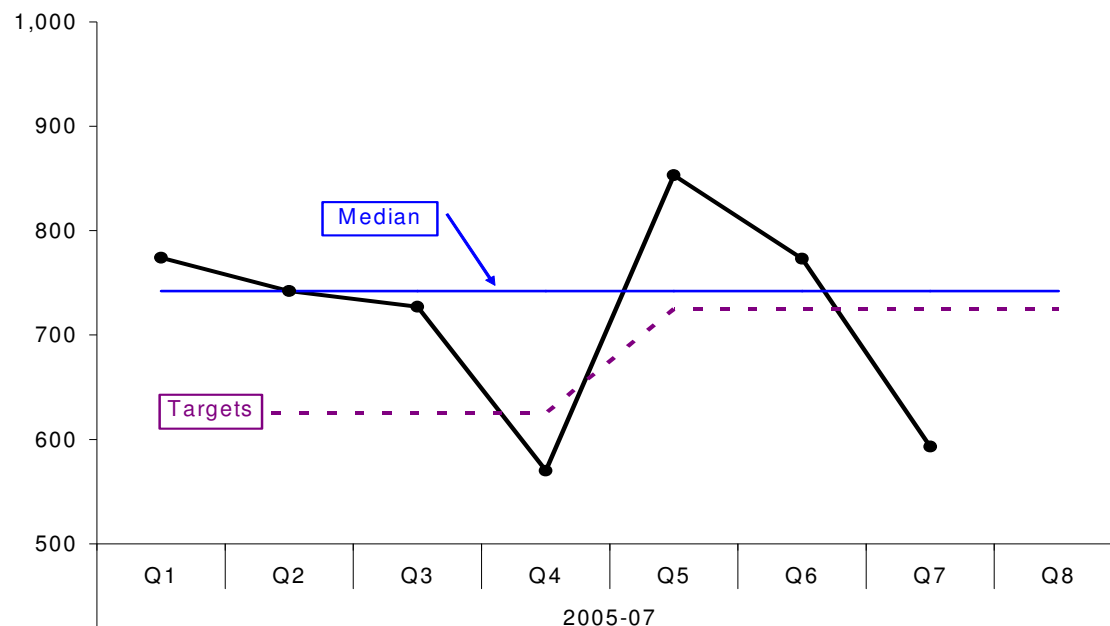
Budget Activity Links: A053 - Regulate well construction

Category of Measure: The number of wells inspected is an output of the regulation process.

Analysis of Variation: Despite the amount of variation, preliminary analysis indicates this process is stable and predictable. There are no signs of change

Analysis of Targeted vs. Actual Performance: On average, the process can meet or exceed its targets on a regular basis, with only two data points out of seven failing to meet the standard.*

WR06 - Number of Water Supply Wells Inspected



Comments About Desirable Characteristics

Relevance: Good, but the question of why the wells are inspected is not answered by this data.

Timeliness: Data for the most recently completed quarter was available at the time of the assessment.

Understandability: Good

Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.

Comparability: Unknown

Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.

General Comments & Explanations:

Agency Comment:

* Don't see anything in our records to show why the target was shifted from 625/quarter to 725, nor if a change was approved.. Probably should be 625 as most of our numbers are in that vicinity.

Activity Measure Assessment - High Hazard Dam Inspections

Performance Measure Description: Safety and structural inspections of the non-federal dams in the state.

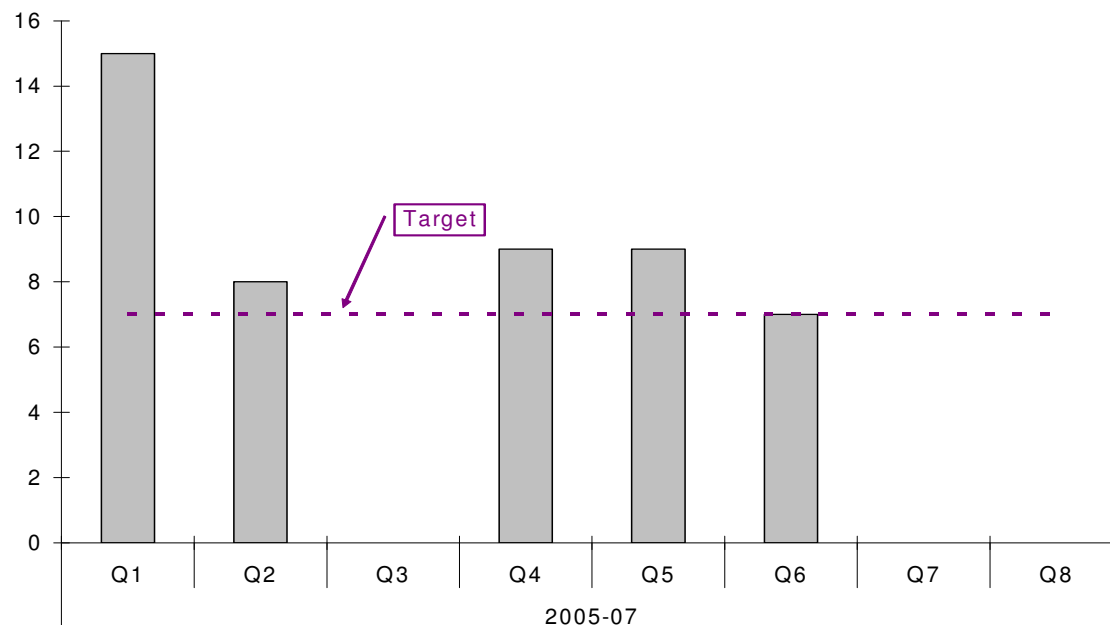
Budget Activity Links: A011 - Ensure Dam Safety

Category of Measure: The number of inspections is an output

Analysis of Variation: Not enough data for much analysis. The number inspected in the 1st quarter of the biennium seems significantly larger than the other quarters.*

Analysis of Targeted vs. Actual Performance: Actual performance has met or exceeded the targets every quarter.

WR07 - Number of High Hazard Dams Inspected



Comments About Desirable Characteristics

Relevance: Good

Timeliness: There was a one quarter lag in data availability at the time of this assessment.

Understandability: The term “high hazard” is jargon, but still understandable.

Reliability: Should be good. The program keeps its own records, and there is little to interpret in the title of the measure.

Comparability: Unknown

Cost Effectiveness: This data is also used internally as a part of regular performance reviews of strategic plan measures.

General Comments & Explanations:

* The reason for the upsurge in the 1st quarter was good weather allowing more inspections and a shift in emphasis to address a backlog